



COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

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November 23, 1979

The Honorable John E. Reinhardt
1 Director, International Communication P. 613
Agency

Dear Mr. Ambassador:

As you are aware, we have been developing an inventory of issues facing your Agency as it attempts to carry out the mission defined by the President in his March 13, 1978, memorandum. By the very timing of this effort, we were led
2 to give special attention to the merger of the two former
institutions--the Bureau of Educational and Cultural Affairs 540
3 of the Department of State and the U.S. Information Agency-- 58
into the present Agency, and to the latter's first year of operation ending March 31, 1979.

The [problems and issues facing ^(the International) a communication agency] are of course considerable--we hope to give some of them further study in the future. However, after careful consideration of how to best do this, we have decided to wait until the Agency has had further time to solve some of these issues. We do not plan, therefore, to proceed further on this subject at this time.

We are pleased to hear from your staff members that our recent suggestions have helped the Agency in addressing its problems. We continue to believe that the following matters, noted during our efforts thus far, merit special attention on the part of the Agency as it continues to improve its program and organization.

1. A clearer definition to Agency personnel and to the American public of the mission of the new Agency and of the latter's identity in the general framework of the Government.

2. A sharper delineation, to USICA officers and to outside participants, of the so-called "second mandate," by which the Agency is to help Americans to understand

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foreign peoples and their problems and aspirations as well as to help foreigners understand Americans.

3. A further coordination, inside the Agency itself and between the Agency and participating institutions, in all aspects of the Agency's effort, with a view to sharper performance and improved Agency morale.

4. A firmer discipline in handling the relationship of "Washington" to the field, so that the new emphasis on field responsibility for the program does not add to the burden of field posts but instead frees the posts to carry out the program.

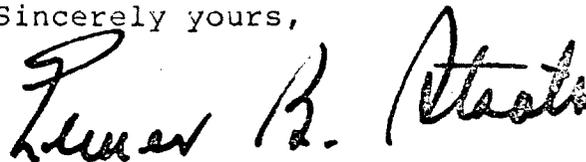
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5. Continued effort on the part of the Agency to work with the Department of State and other pertinent agencies to devise pragmatic solutions to the problem caused by the relatively large number of career personnel who no longer wish to serve in positions abroad or who wish to accept assignment to only select positions abroad. 32

6. A closer study of the effect on USICA "audiences" abroad of phasing out programs of long-standing worth in order to accommodate, financially and otherwise, activities of unproven value--an old problem now the responsibility of the new Agency.

7. A more pragmatic, less rigid approach to the maintenance of quality in the exchange program, with (1) a return to area expertise in the Agency to guarantee effective international visitors programming, and (2) further meaningful analysis of stubborn problems (e.g., that of stipends and allowances) which can so enhance or mar an exchanges effort.

We are planning a further indepth study of some or all of the issues behind these suggestions at a later date. In the meantime, we hope that identifying them now will indeed be helpful to you and your colleagues in developing a highly effective communication agency.

Sincerely yours,



Comptroller General
of the United States